THE Maple Leaf / LA Feuille d'érable

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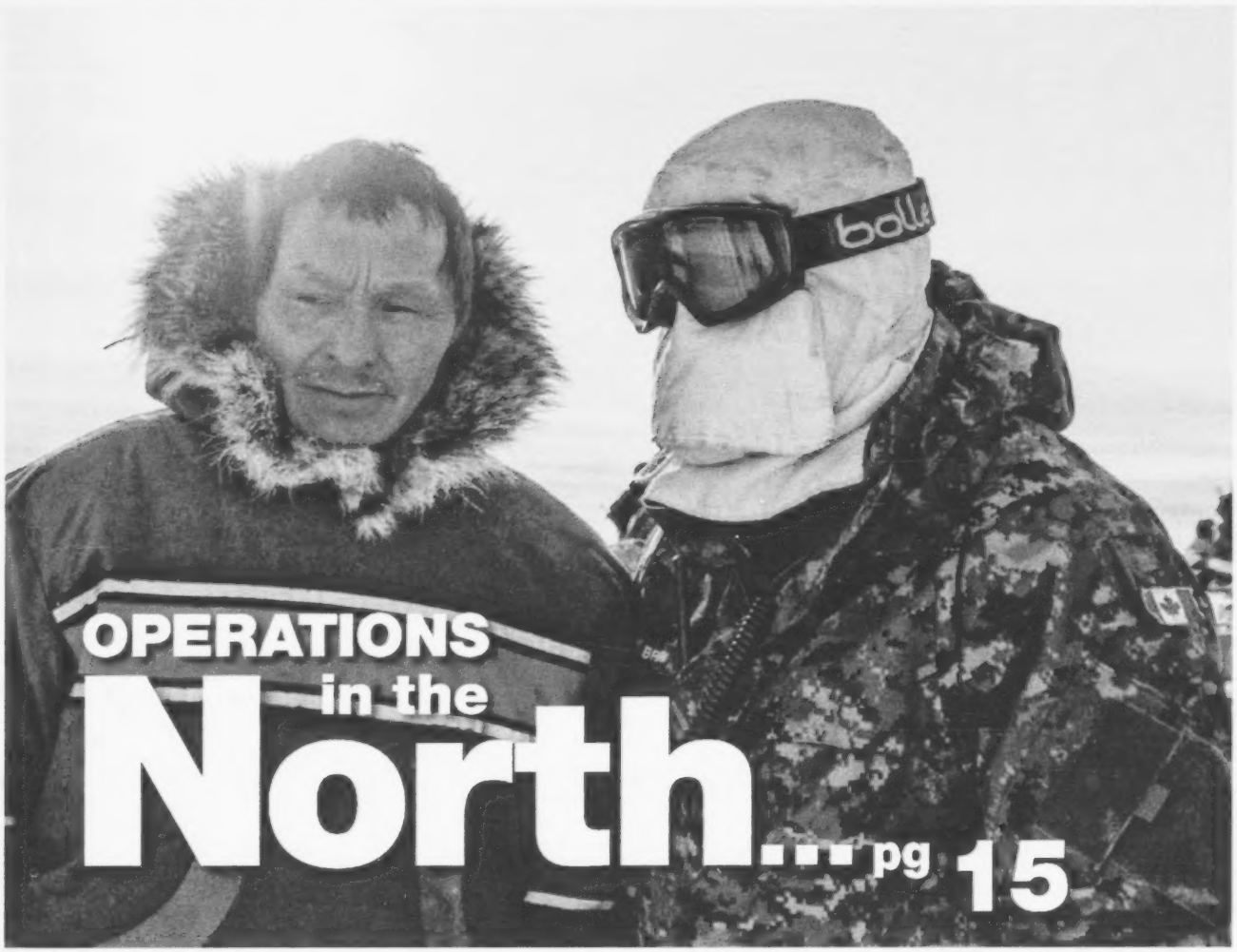


National Defence / Défense nationale

Canada

Defence rated one of "CANADA'S BEST EMPLOYERS" for 2016

Defence has been rated as one of "Canada's Best Employers 2016", according to an independent survey conducted by *Forbes* magazine.

The survey was conducted anonymously among a sample of 8000 people representative of the Canadian workforce in large organizations with more than 500 employees in all industry sectors across Canada. Forbes worked with the German-headquartered statistics company, Statista, to conduct the survey and evaluate and tabulate the results which took gender, age, region, educational level and ethnicity into consideration.

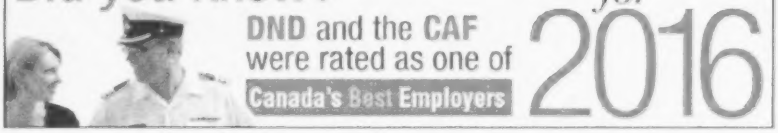
Staff were not consulted in their workplace to ensure employer influence was not a factor and that they could freely state their opinion. Staff were asked to rank, on a scale of zero-to-10, how likely they were to recommend their employer to someone else and also how they felt about other employers in their industry. According to the evaluation criteria, the willingness to recommend the person's own employer was used as the most important 'dimension of assessment'.

This is the first year that Forbes has published a "Best Canadian Employers" list. A total of 250 employers from across 25 industries comprised the diverse list of finalists. Employers that were ranked among the grouping included corporate giants, as well as universities, community-based financial institutions, government departments and agencies, retail companies and utilities providers.

In total, seven federal government organizations made the list, including the Department of Justice, Public Works and Government Services Canada, the Canada School of Public Service, Transport Canada, Environment Canada and Employment and Social Development Canada.

According to the 2014 Public Service Employee Survey (PSES) results, National Defence employees indicated high levels of engagement, taking pride and satisfaction in their work and that they were willing to put in extra effort to get a job done.

Effective people management has been very much a top-of-mind practice at Defence, with the intent to produce a strong and capable workforce with high morale and mobilize its diversity of talent to ensure the right people are in the right jobs. ◆



DIGITAL SIGNATURES and inter-departmental secure emails: NEW BUSINESS CAPABILITIES for the Defence Team

New enhancements to our encryption capability that allow users to properly safeguard sensitive information (up to Protected B) on the Defence Wide Area Network (DWAN), have made it possible for DND/CAF users to securely exchange Protected B information via email with their colleagues across government. Referred to as the Designated Public Key Infrastructure, or D-PKI, enhancements to this technology is now opening many doors for the Defence Team.

"Many of us work with Protected B material, and being able to exchange this type of information over email in a secure way is very important. Before, there were hurdles to communicating inter-departmentally," said Len Bastien, Assistant Deputy Minister (Information Management) and Defence Chief Information Officer. "A number of organizations across Defence interact with other departments and Central Agencies on a daily basis. This has a huge impact on them."

Other improvements to D-PKI include streamlined processes and procedures, as well as security enhancements that now enable the use of D-PKI for digital signatures.

"Digital approval and signing of documents is clearly the way of the future, and represents a critical capability for renewing business processes," said Mr. Bastien. "It has already made a difference in my own work, and I am thrilled that we can offer this capability to the Defence Team."

D-PKI requires users to insert a smart card into their computer's smart card reader and enter a personal identification number (PIN) when prompted. From there, they can perform a number of tasks, such as data protection, electronic signatures and access to secure government applications.

For more information on D-PKI, please consult the D-PKI intranet page. Please note that Defence Team personnel who have been issued a smart card do not need to request a new D-PKI smart card as part of the enhancements. Requests for a D-PKI smart card must be submitted through the Enterprise IT Service Management self-service portal. ◆

You can learn a lot about a person in 60 seconds. A new Defence Team video series, "60 Seconds With..." was just launched and puts leaders on the clock to answer as many questions as they can in a minute.

We recently asked Vice-Admiral Mark Norman, Commander of the Royal Canadian Navy, to play along in the first "60 Seconds With..." video. What's VAdm Norman's hobby?

Hint: It involves something old and mechanical.

VAdm Mark Norman, Cmdr of the RCN

Defence's new Minister, Harjit S. Sajjan, also took the challenge. What's the Minister Sajjan's favourite part of his job?

Hint: They keep Canadians safe.

Defence Minister, Harjit S. Sajjan

Watch these and future videos at: http://dt-ed.mil.ca/en/leadership-spotlight/leadership-spotlight.page or watch for them on the Canadian Armed Forces Facebook, Twitter, and YouTube channels.

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COVER: Cpl Ookookoo Qamaq from the 1 CRPG and MCpl Matthew Bradshaw of the Arctic Response Company Group during the Task Force's advance back to Resolute Bay.

PHOTO: Cpl Rauley Parks

OPP TRAINS CANADIAN RANGERS TO SAVE LIVES

PHOTOS: Sgt Peter Mauch

MCpl Isaac Barkman and an OPP constable negotiate heavy bush.

Two students stood out among the Ontario Provincial Police officers learning search and rescue techniques and procedures during a recent OPP Emergency Response Team training course at CFB Borden.

That's because Master Corporal Isaac Barkman and Ranger Christian Caic wore the distinctive red sweater and ball cap of the Canadian Rangers, the part-time Reserve component of the Canadian Army that provides a military presence in remote and isolated communities across Canada's North. In Ontario's Far North there are 650 Rangers in 23 First Nations, 20 of which can only be reached year-round by air.

The two Rangers completed an intensive 10 days of training which they received, along with the OPP officers, 112 hours of classroom instruction and field training exercises. The physical demands of the training were a surprise to the Rangers, who were impressed by the fitness of the officers.

MCpl Barkman is an Oji-Cree from the isolated First Nation of Sachigo Lake – 635 kilometres north of Thunder Bay. Ranger Caic lives in Pickle Lake, a small town on Ontario's most northerly section of paved highway, and is a member of the nearby Mishkeegogamang First Nation's Ranger patrol.

"It was a little bit weird at first (working with the OPP), especially riding in the back of a cruiser," said Ranger Caic. "I felt at first we were kind of separated from them, because we're not police officers, but we were quickly part of one team and working together. We were here on the course for the same reason – we want to save lives."

Sergeant Jamie Stirling, the OPP's provincial search and rescue coordinator, says Canadian Rangers play a key role in providing search and rescue situations in the Far North of the province. While the OPP has prime responsibility for search and rescue in Ontario, assembling a trained search and rescue team and getting a plane to fly them into a remote First Nation may take up to eight hours or longer, depending on the weather.

"By then the Rangers have their feet on the ground and if they haven't found the missing person, they are well on their way to doing so," Sgt Stirling said. "They know the land where they live and they do a tremendous job."

The OPP has been training Canadian Rangers in search and rescue for the past six years. Three or four Rangers take the 10-day search and rescue portion of the nine-week Emergency Response Team course every year. For each of the last two years, a dozen Rangers have taken a custom-designed OPP search and rescue course. A quarter of the graduates are women.

"The OPP training is a win-win for the Army and everyone," said Lieutenant-Colonel Matthew Richardson, commanding officer of the Rangers in northern Ontario. "The Army gets the benefit of first-rate training from the OPP – one of the best police forces in the world – and the Rangers save the lives of members of our remote communities in the Far North of Ontario. The bad weather this past Christmas and New Year created situations where we were called out a dozen times, and we were able to save lives every time. All that was done before the OPP could have got a team into the communities." ◆

MCpl Isaac Barkman and OPP officers carry a "victim" out of the bush on an improvised stretcher.

MAY'S iAsk QUESTIONS AND RESPONSES NOW AVAILABLE

The first responses to your iAsk questions will be posted to the iAsk page on the week of May 16. In the meantime, check out this sneak peek at one of the questions and responses.

Q. CAF members have not received a cost of living adjustment for the past few years. What is the current status? Will any future adjustment be backdated?

– Major Michael Barnett, Chief Petty Officer, 2nd Class Louis Veilleux, and Captain Tim Wakfer

A. There have been no decisions made on pay raises yet. Economic increases for Canadian Armed Forces members are tied to the outcome of the collective bargaining process. Treasury Board Secretariat officials are working extremely hard to resolve the current impasse. Therefore, the CAF awaits the outcome of these negotiations. Should increases be approved by Treasury Board in 2016, we anticipate, based on past practice, those adjustments would be retroactive for the two previous years. This would mean a decision made in 2016 could be backdated as far as 01 April 2014.

– Chief Military Personnel, Lieutenant-General Christine Whitecross

HERE ARE THE OTHER QUESTIONS THAT WILL BE POSTED THIS MONTH:

I am finding it difficult to conduct on-line research because the Internet Explorer we use at Defence is no longer supported by some websites. Is there a fix coming?

– CPO 2 Ricky Martin

What is the reasoning behind cancelling the NDI 75 record of service card for former CAF members, and replacing it with the new CFOne card?

– MCpl Dennis Zwicker

Is leadership having discussions about Psychological Health and Safety in workplaces and will the DND General Safety Program be updated to include it?

– Lisa Berting

Visit the iAsk page on the Defence Team intranet site at **dt.mil.ca (Let's Talk tab)** for more information, or to submit your own questions.

Bravo Zulu

This month's Bravo Zulu goes to Lieutenant-Colonel Francis Bolduc and Chief Petty Officer, 1st Class Sylvain Bolduc of the Canadian Forces National Investigation Service (CFNIS) who were awarded the Order of the Marechaussee in Bronze by the Military Police Regimental Association (MPRA).

These CAF members were awarded this achievement for their extensive work in establishing a formal partnership with the United States Army Criminal Investigation Command who, like the CFNIS, investigates felony crimes and serious violations of military law within the United States Army.

The MPRA's Order of the Marechaussee was officially established in 2000 to recognize exceptional dedication, competence, and contribution to the Military Police Corps Regiment over an extended period of time. The award was created with Gold, Silver and Bronze levels of recognition.

Learning rope rescue techniques

A GREAT EXPERIENCE

PHOTO: Sgt Peter Moon

LS Tina Gillis working on a high cliff face.

Ten CAF members acquired new rescue skills they will pass on to the Canadian Rangers in the remote and isolated communities in northern Ontario.

Headquarters staff from 3rd Canadian Ranger Patrol Group (3 CRPG) spent eight days clambering over rock formations and scaling cliff faces in the Parry Sound area, learning how to rescue people in a variety of challenging and potentially life-threatening situations.

"I've had a great time and a great experience," said Leading Seaman Tina Gillis, a combat storesman with 3 CRPG. "The first time on the really high part of the training, leaning back on the rope and looking down below, with a huge drop below you, it's a little bit scary. But you just have to trust that you're set up properly, that you are safe, and that you are doing what the instructors have trained you to do."

The strenuous training included learning about the kinds of rope used in rescues, the variety of knots, and how to use specialized pieces of technical equipment.

They learned how to perform low-angle rescues, such as an over-the-bank situation when a car leaves a roadway and falls down a steep slope onto a high river bank. Steep angle rescues are usually higher risk and involve a number of situations where people have to be rescued from places like towers or high cliffs.

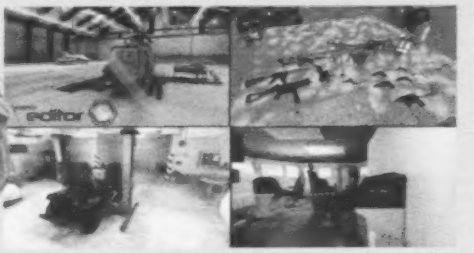
"I've only been rappelling once before, during basic training on a rappelle tower, but never up on cliffs, this high, and with so many sharp rocks below," LS Gillis said.

The weather helped to make the training realistic – after several days of sunshine were two days of snow and heavy rain.

Low and high angle rope rescue is a specialized skill that is rarely taught within the Canadian Armed Forces, said Captain Caryl Fletcher of 3 CRPG.

"This is a skill we've decided we want to pass on to the Canadian Rangers," he said. "There's nobody with this kind of training in Northern Ontario. There's always going to be a need for it if a Canadian Ranger or a member of one of our remote communities gets into trouble." ◆

Empowering the Delivery of MODERN TRAINING AND EDUCATION



The Enhanced Development Tool brings with it an upgrade to Saba Publisher 9, and the addition of Modest Tree 3D. Information on the Components and Release plan for DLN 2.0 are available on the DLN Learning Portal at **https://lp-pa.ferces.gc.ca**

There is something new on the information technology horizon that will have a positive impact on all Defence Team members through new and updated training and education applications.

Defence Learning Network (DLN) 2.0, a significant upgrade with over 800 new features, is the cornerstone of Individual Training and Education (IT&E) modernization and Civilian Learning and Professional Development.

It builds on providing a modern workplace that enables the smart use of new technologies to improve networking, interoperability, access to IT&E information, and customer service.

"DLN 2.0 brings the capabilities that are fuelling today's modern colleges and universities," said Lieutenant-Colonel Chris Dann, MILPERSGEN acting director for IT&E Support Directorate, Kingston, Ont. "I am excited to see how these innovations are used to prepare our personnel for the continually changing mission."

The new unified Learning Management System (LMS) easily delivers rich and varied content through multiple modes, including instructor-led training, virtual classroom, e-learning, learning communities, and mobile learning.

"It's easy to demonstrate the effectiveness of each program as the LMS has imbedded assessment capabilities, as well as flexible reporting and analytics," said Bill Railer, senior staff officer Learning Technologies with Military Personnel Generation.

"Other core components are the Learning Portal, which allows learning content to be accessed anywhere, anytime, and on any device; the new Enterprise Virtual Classroom, allowing Defence Team members access from anywhere to hold interactive virtual meetings; the Enhanced Development Tools, allowing training in a 3D environment; and the Analytics Engine, where training establishments and supervisors can now access all data in the LMS to develop reports and obtain performance metrics," explained Mr. Railer.

PHOTO: MCpl Pam Evans

A ground search and rescue for overdue snowmobilers in Nunavut.

Search and Rescue exercise overtaken by REAL-LIFE EMERGENCIES

When 413 Squadron Search and Rescue (SAR) personnel recently left 14 Wing Greenwood for a SAR exercise at Summerside, P.E.I, they couldn't imagine how events would unfold.

"Two Hercules aircraft and two Cormorant helicopters were setting out for a week of SAR training in Summerside, P.E.I., when the Joint Rescue Coordination Centre Halifax tasked all four aircraft to respond to two different emergencies that morning," recalls Lieutenant- Colonel James Marshall, commanding officer, 413 Transport and Rescue Squadron.

"There were two SAR incidents that occurred that required aircraft support," stated Major Rhonda Stevens, officer-in-charge at the Joint Rescue Coordination Centre in Halifax. "The first was a ground search and rescue for overdue snowmobilers in Nunavut followed by an airplane crash at the Iles-de-la-Madeleine."

Three of the exercise's four aircraft were tasked to support the search efforts in Nunavut, while the last remaining Cormorant was sent to assist recovery efforts at the Iles-de-la-Madeleine, but was later stood down as rescue efforts were no longer required.

While the exercise was scheduled for six days, the squadron was only able to get two training days in with one of the Cormorants.

"That's the nature of search and rescue operations," said LCol Marshall. "It is a series of unforeseen events that demands readiness and flexibility to get people and equipment in place and on time."

The purpose of going to Summerside was to set up a temporary headquarters to execute a major SAR operation – whereby multiple assets are required to provide 24/7 SAR coverage. While the continuous nature of an exercise scenario was not executed, the real life nature of SAR operations continues.

OCdt Olivier Beaulieu, a second-year student at at RMC, tackles the obstacle course wall with team assistance during the Sandhurst Competition.

RMC RECAPTURES MILITARY SKILLS COMPETITION

Sixty teams competed, 11 obstacles tackled, 12 countries involved, including Canada. The outcome brought the Sandhurst Military Skills Competition win back to Canada.

After bringing the Sandhurst winning title to the Royal Military College of Canada (RMC) three straight years from 2005 to 2007, and then again in 2009, RMC had failed to win the competition again — until April 6.

THE TEAM

All teams need to be nine-member squads and must have at least one female member and two alternates. Each team is required to perform a series of military tasks along a route. Scores are determined by combining the points earned from each task, with points also earned for completing the course within the four-hour time frame. Other events include rappelling, combat swim (with full gear), 3.6 metre wall climb, and weapon handling skills.

The Sandhurst Military Skills Competition, held at West Point, first began in 1967 with the presentation of a British officer's sword to the US Corps of Cadets by the British Exchange Officer.

OCdt Matthew Weeks, a third-year student at RMC, leads fellow cadets to the next event.

Officer cadets of the Royal Military College of Canada brief a US Military Academy Cadet scorekeeper on where their next checkpoint will be during the Sandhurst Competition.

Navy Utilizes the Air Force to TRAIN SAILORS

WO Pat Leonard, from CFAWC, flies the constructive air-to-air refuelling tankers and civilian traffic aircraft.

The CFAWC Mission Simulator Support room in fly a mission controlled by the maritime fighter controller.

The Canadian Forces Aerospace Warfare Centre (CFAWC) in Trenton and the Canadian Forces Naval Operations School (CFNOS) in Halifax recently united to make history with virtual battlespace training.

Assisted by Royal Canadian Air Force (RCAF) maritime fighter controllers and CF-18 Hornet pilots from Select Global International, the training provided a new and realistic element for students in the Royal Canadian Navy's (RCN) Anti-Air Warfare Controller Course (AAWCC).

For the first time, CFAWC's distributed mission operations centre (DMOC) linked with the RCN's DMOC, providing simulation assets for force-generation activities — all in accordance with RCAF Simulation Strategy 2025. This distributed mission training (DMT) used virtual simulations (real people operating simulated systems) that included pilots flying CF-18 simulators at CFAWC, and maritime fighter controllers and students operating in the Naval Operations DMOC in Halifax. Constructive simulations (computer-generated entities) were used to simulate enemy aircraft and ships, as well as civilian airliners.

Previously, AAWCC students trained using "table top" exercises, with their instructors playing the RCAF pilot and maritime fighter controller roles. Now, in this realistic environment, students liaised with actual CF-18 pilots flying combat air patrol missions and embedded maritime fighting controllers, which brought a new dimension to the training for more effective learning.

Students were taught to manage their missions based on the aircraft's available fuel and were forced to incorporate air-to-air refuelling into their plans. They received feedback from the pilots and controllers on their missions.

The benefits of this type of training are immense, as CAF members train in a safe environment, and students have the opportunity to interact with qualified personnel in a realistic environment. In addition, scenarios can be created that cannot otherwise be trained or exercised in the real world. CFAWC and CFNOS have proven that their DMT capabilities provide a more cost-effective and efficient means to train personnel and increase force-generation output while having the same number of operational platforms. ◆

Getting the job done for EX RESILIENT RESOLVE

Working quietly behind the scenes, 2 Wing Bagotville continues to support air operations around in the world at a moment's notice.

Most recently, the RCAF's expeditionary wing set the stage for Exercise RESILIENT RESOLVE, a bilateral training exercise with the Romanian Air Force that took place from March 1 to April 7. Four CF-18 Hornet fighter aircraft and more than 100 personnel, mostly from 425 Squadron at 3 Wing Bagotville, deployed to Constanta, Romania.

It was 2 Wing's job to ensure that when the air detachment arrived, everything was in place to sustain their operations.

Five members from 2 Wing's Air Expeditionary Squadron and 8 Air Communication and Control Squadron (8 ACCS) formed the reconnaissance and Air Field Activation Surge Team (AFAST) that deployed late February to Constanta. Three more members from 8 ACCS joined them shortly after.

They connected with the host nation and Romanian Air Force to study the exercise location and determine the logistical and communications support required. The team had to consider and attain everything from accommodations and feeding to maintenance set-up and security.

More than two weeks after they arrived in Romania, 2 Wing's team had fully met its command, administrative, infrastructure, contracting, communications, workspace, and maintenance requirements to receive the main body, with the first training mission taking place on March 8.

"The success of the mission, whether it is an exercise or an operation, begins with the establishment of solid organization and infrastructures, tailored to the assigned air detachment requirements," said Major Carl Brassard, lead of 2 Wing's Recce and AFAST. "The 2 Wing AFAST team sets the conditions for success for the deployed force package. We are the first people on the ground setting the environment for sustainable air operations. We take that responsibility very seriously."

PHOTO: MS Steeves Picard

CAF members work getting systems ready for Ex RESILIENT RESOLVE in Romania.

Ex RESILIENT RESOLVE was conducted to foster relations between the RCAF and the Romanian Air Force, while exchanging best practices. This exercise continues to build on the strong relationships between Canada and Romania — an important NATO Ally — strengthening our mutual confidence in using common NATO procedures. ◆

PROTECTING SPECIES AT RISK AT MILITARY BASE

One way to protect biodiversity is to protect species at risk, and CFB Valcartier has developed a working plan to protect those species.

In Canada, over 30 species have gone extinct or been extirpated since the time of colonization. Today, 521 species of flora and fauna are at risk.

WHAT IS HAPPENING AT VALCARTIER?

In both range and training areas, as well as the administrative area, the base is protecting 14 federally listed species at risk and 21 provincially listed species.

The Resource Conservation Branch's Environment Section has developed a working plan to protect those species. The plan contains the various species at risk on the base; the military activities; and the actions taken and those that are being planned to protect and manage species at risk.

By knowing how military activities can affect species at risk, Valcartier can do their best to protect them while minimizing the impact on military activities.

It may be hard to believe, but the beaver was an endangered species at the start of the 20th century because its use in fur coats and hats was so popular. Thankfully, as a result of changing fashions and government intervention, the species was able to re-establish itself because its native habitat was still intact. In the 1930s, governments prohibited trapping and set up a program to reintroduce the species.

Aside from fashion, here are other causes of species extinction and extirpation:

- Overexploitation (such as the overfishing of cod, the over collection of wild leeks, etc);
- Invasive alien species (such as rats, domestic cats that prey on birds, red-eared sliders, etc.; and plants such as Japanese knotweed, the common reed, etc);
- Direct destruction of habitat (such as filled wetlands, and forests that have been destroyed or fragmented to make roads);
- Food contamination (water and soil that have been polluted with fertilizer, chemical products, pesticides, insecticides that have entered the food chain, etc);
- Climate change (ice melting in the Far North has interfered with the bear population's food supply). ♣

What does "AT RISK" mean?

In 2002, Canada adopted the *Species at Risk Act*, which protects species and the habitat that they need to survive. According to the Act, a species is "considered at risk when it may disappear entirely from Canada or the Earth if nothing is done to improve its status." There are five categories for classifying species:

1. Extinct
2. Extirpated
3. Endangered
4. Threatened
5. Special concern

The number of SPECIES AT RISK by class and category in Canada, as of 2016

Category/ Class	Extirpated	Endangered	Threatened	Special concern	Total
Mammals	4	20	14	18	56
Birds	2	28	22	21	73
Reptiles	4	15	12	9	40
Amphibians	1	6	6	7	22
Fish	3	35	13	29	80
Arthropods	3	23	6	5	37
Molluscs	2	15	2	7	26
Vascular plants	3	84	48	39	174
Mosses	1	7	3	4	15
Lichens	0	4	2	4	10
Total	23	240	128	130	521

www.hww.ca/en/species-and-topics/species-at-risk-in-canada.html

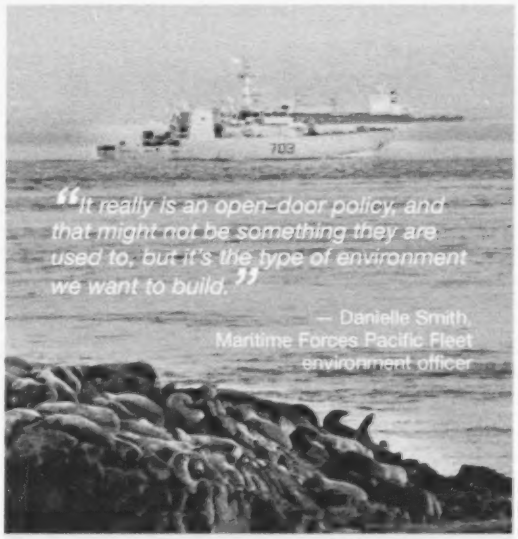

"It really is an open-door policy, and that might not be something they are used to, but it's the type of environment we want to build."
— Danielle Smith, Maritime Forces Pacific Fleet environment officer

PHOTO: Pearson College UWC/Race Rocks

NAVY TALKS

marine mammal mitigation at symposium

At a recent symposium, the Royal Canadian Navy talked about the policies and procedures in place to help protect marine life.

"You have to remember our sailors come from all across Canada, and are often just as excited about seeing whales as you are," said Danielle Smith, Maritime Forces Pacific Fleet environment officer, to a room full of researchers, naturalists, and advocates at the 2nd annual Pacific Whale Watch Association International Symposium last month in Anacortes, Washington.

Ms. Smith was one of 17 presenters at the symposium, and explained the Royal Canadian Navy's Marine Mammal Mitigation Policy and the Navy's commitment to following the policies and procedures put in place to help protect marine life.

The RCN's Marine Mammal Mitigation Policy is a comprehensive order for all naval vessels that includes, but is not limited to, constant visual surveillance of the area by watch officers and lookouts, monitoring of passive acoustics and radar systems as a means to detect marine mammals, as well as the use of mitigation zones that will cease all sonar operations if marine mammals come within a certain range.

Ms. Smith advises Canadian Fleet Pacific on a variety of environmental factors, such as the location of local marine mammal habitats, migration routes, and breeding areas – which are all taken into account when planning Fleet operations and exercises.

During her presentation, she discussed the success the RCN has had in collaborating with external partners, including the Vancouver Aquarium's B.C. Cetacean Sightings Network, the Department of Fisheries and Oceans, the Marine Environmental Observation Prediction and Response Network, and a number of other non-governmental organizations.

By working in concert with other organizations and navies, the RCN is helping to ensure their policies and procedures are current, effective, and collaborative.

So far, these partnerships have led to a number of benefits, including the ability to share and receive acoustic data and provide sailors with marine mammal identification training, while also working towards developing methods for real-time detection of marine mammals.

In addition, the RCN has actively participated in the development of Marine Protected Areas off the West Coast of Canada and continues to play a key role in establishing a protected areas network with the Department of Fisheries and Oceans.

"Participating in this symposium reinforced the Royal Canadian Navy's commitment to work with partner agencies to ensure that we are doing everything we can to mitigate our impact on marine life," said Ms. Smith. "It really is an open-door policy, and that might not be something they are used to, but it's the type of environment we want to build."

Canadian Army General Officer

RANKS INSIGNIA

Transitions to the Maple Leaf

Gen Jonathan Vance displays the new Army insignia as the maple leaves are now added back into the General Officer Rank Insignia for the Army. Currently, this change will only affect the 56 most senior Canadian Army Leaders.

Astute observers who have recently spent time with Chief of the Defence Staff General Jonathan Vance might have noticed a small yet significant change in his shoulder rank insignia.

The Canadian Army (CA) announced on April 2 it was adding the maple leaf, the most recognized Canadian emblem, to the general officer's shoulder rank insignia. The crown rank insignia worn by the generals of Canada and our Commonwealth allies will remain, representing our rich military heritage going back to the First and Second World Wars and Korea.

"I am pleased and proud as a Canadian Army General Officer to wear the maple leaf rank insignia," Gen Vance stated. "The adoption of the maple leaf rank insignia aligns Army generals with the rest of the Canadian Armed Forces."

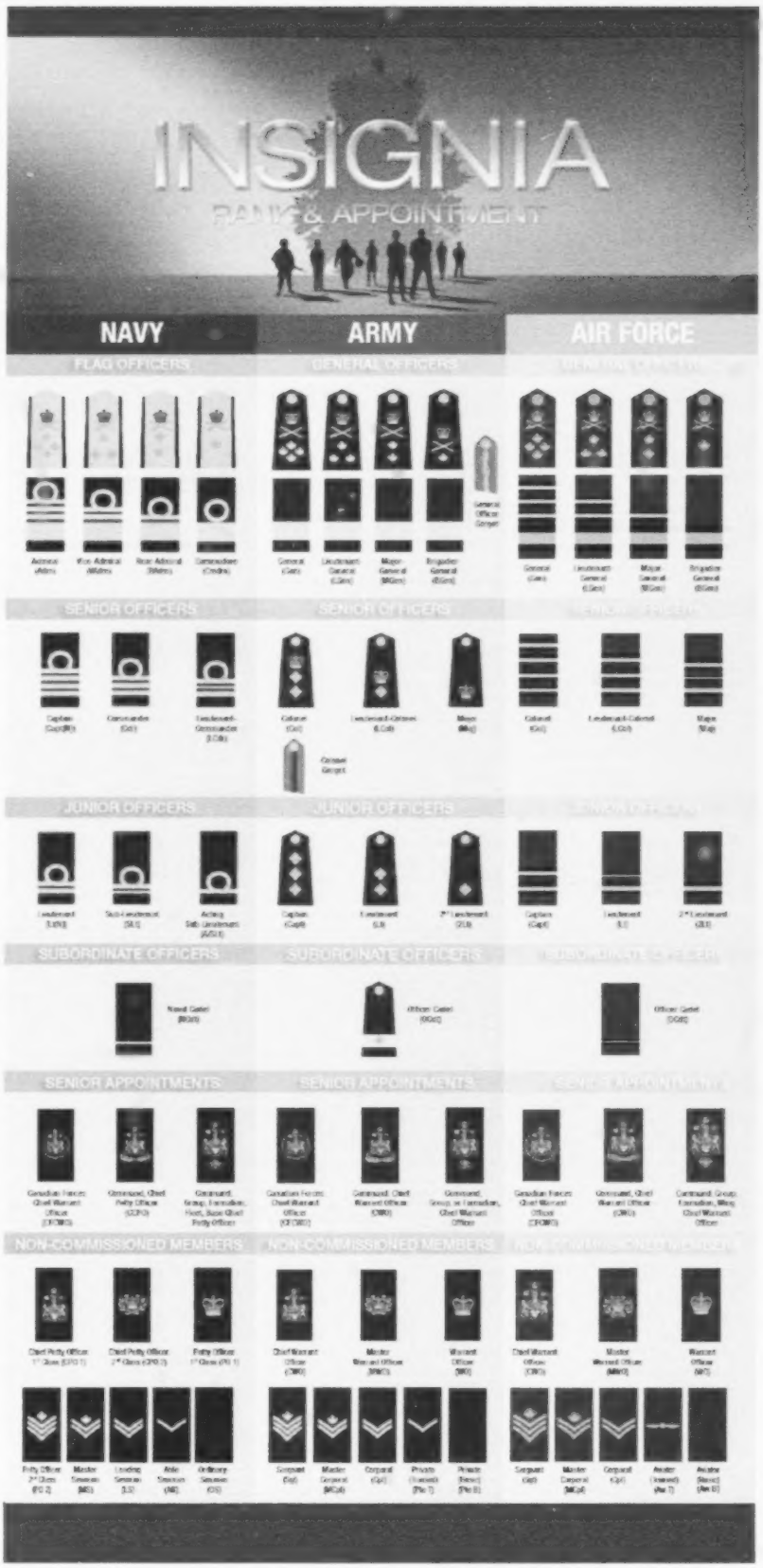
Among the reasons behind the recent announcement are to harmonize the shoulder insignia with the Flag Officers of the Royal Canadian Navy and Royal Canadian Air Force, who presently display these Canadian symbols, and to reduce the chance of confusion for Canadians and allies. This change will only affect the 56 most senior Canadian Army leaders.

"We are proud to announce this change," said CA Commander Lieutenant-General Marquis Hainse, "as the continued evolution of the historical identity of the Canadian Army reinforces the link between today's soldiers, the Cold War veterans of the unification period and previous generations of brave war veterans." ◆

PHOTO: Cpl Andrew Vinsky

CANADIAN RANGERS COURSE

Canadian Ranger candidate receives direction in weapons drills as a part of a national Canadian Ranger Basic Military Indoctrination pilot course held in the training areas of the Farnham Garrison in Farnham, Que.



THE INNOVATORS column features members of the Defence Team who have demonstrated front-line innovation and ingenuity. These profiles use real-life stories to illustrate the innovative ideas that these individuals had, those which have been implemented and the potential impact the new ideas may have on the Defence Team.

COMMUNICATING OFF THE GRID

When deployed in remote and unpredictable locations like the Arctic, ensuring that even when your resupply is delayed, communications remaining intact is vitally important. The possible impacts of this scenario became evident to Captain Pierre Frenette and his team during a summer deployment in Resolute Bay. The team from Québec City experienced a three-day long flight delay caused by snow and bad weather. While waiting for their flight, they wondered if a snow storm can cause a three-day delay in August, what could happen in January? If the flight was to resupply a patrol, how could that patrol have been able to operate without fuel for a few days? They would not have been able to recharge their communication assets and most likely would have had to shut down their communication systems.

This situation led Capt Frenette and his team to build the green energy generator. The first version was built to operate in the Arctic and had to be powerful enough to provide sufficient energy to power a radio, a few laptops, and satellite antenna. All the equipment also had to be towable by an all-terrain vehicle (ATV) or snowmobile. The system also needs to be small and light as possible to fit into a helicopter and ensure that there are no acid or gels (which are typically found in batteries) as they are not allowed in an aircraft. Designed for northern operation, that version could also be powered by wind turbines to overcome the lack of sunlight in the winter time and be strong enough to sustain weather to -52°C. This first version was created to be powerful enough to become the main power system for a small command post.

"The concept is based on two sources of energy: the sun and the wind. In the Arctic there are no mountains, no trees, so it is very windy. So during times where there is not enough sun, the wind can power the system."

G6 Cell – 35 Canadian Brigade Group Team consisting of Capt Pierre Frenette, Cpl Simon Bédard, Sgt Patrick Lévesque and Sgt Dominic Thomassin.

"At first we wanted the system to be the backup to our fuel generator, but now the fuel generator has become the backup to our green energy generator."

Capt Pierre Frenette

The green energy generator system in use in Central Goose Bay.

"The generator provides the power required to power up our antennas, but also accumulates enough energy to make us autonomous."

"If you are deployed somewhere and you can't count on your antenna, you have no communication and therefore no security. If your resupply can't bring your fuel for your generator – you have no security. And especially in the high Arctic, it's very important to know where everyone is at all times."

The road to this innovation came to be through trial and error. The green generator is the first of its kind in the CAF, so the team had no references to base their system on. No one on Capt Frenette's team had an electrical or engineering background, the success of this innovation is the result of the team's initiative and drive to find a solution that works in the harsh conditions found only in the Arctic.

While searching for an antenna to use in the system, Capt Frenette noticed that the GATR (Ground Antenna Transmit Receive) antenna was manufactured in Alabama. He noticed on their website that it was rated for use in conditions as low as -28°C. He called the company and asked where they found these conditions in Alabama. They explained that they used a wind tunnel to lower the temperature. He saw this as an opportunity to test their systems in an environment much colder than theirs. They reached temperatures of -54°C and the winds over 100km/hour. During the entire three-week period they were deployed to Nunavik, the antenna performed perfectly.

The generator has continued to undergo improvements to become even more powerful, and even easier to transport. A smaller version has also been developed that could provide enough energy to support a liaison officer or a small patrol.

"At first, we wanted the system to be the backup to our fuel generator, but now the fuel generator has become the backup to our green energy generator."

The new generation of generator program should come in 2018 and will probably include green energy. For more information on the green energy generator, watch the Innovators video on the Defence Team intranet. ◆

SNIPERS TRAIN IN AN OPEN-PIT MINE

THETFORD MINES

Fifteen snipers from 5 Canadian Mechanized Brigade Group went into action in Thetford Mines' Granilake mine recently, during Exercise TIREUR INCLINE.

In order to maintain and develop their skills, CFB Valcartier's master snipers conducted high- and low-angle shootings on high cliffs and in observation posts. The aim was to reproduce a situation where shots would need to be taken in mountainous terrain or on a rooftop.

"The training was really beneficial to us. It's good to practice shooting on flat ground, like we often do, but, when we're deployed, we shoot from cliffs and rooftops. The exercise reflected that reality perfectly," said a master sniper from 2 Battalion, Royal 22e Regiment.

— Adsum

ROLLER DERBY ATTRACTS CHILDREN ON BASE

CFB SHILO

Children are growing as individuals and athletes thanks to the empowering sport of roller derby.

Wheat City Junior Roller Derby (WCJRDL) was the brainchild of two adults from its sister league. WCJRDL has been handed off to coaches Brittany Bergwell, known as coach 'Bee', and Jamie Harrison along with administrator Kristy Forrestall, who plays under the moniker Brainstorm in the adult league.

The coaches work to put together practices and run the administration of WCJRDL. Like many other derby enthusiasts, they have daughters enrolled in the program.

— Shilo Stag

PHOTO: Sarah Panda

Audrey Dolloff practices with her mother Dawn during junior roller derby practice.

RETIRED NAVY COOK BRINGS COMFORT FOOD TO LOCALS

CFB ESQUIMALT

Nobody knows the importance of comfort food like Master Seaman (Ret) John Duncan.

The sailor spent 12 years dishing up his soulful creations to ships' crews until 1996 when he retired.

He tried working in the civilian world… but he couldn't shake the itch to go it alone. After a brief business course, he cracked open the doors to his own restaurant in 2003. The delectable array of soups and sandwiches made from scratch, made a fast foody following. It was so successful, he opened a second location.

He credits his military training with the success of his small businesses.

For the full story go to **www.lookoutnewspaper.com**

— Lookout

TICKLING THE IVORIES COMES NATURALLY FOR CAPTAIN

CFB SHILO

Music is a family affair for Captain Victor Pak, a CFB Shilo physiotherapist.

He was five years old when he started playing. His two oldest children also started their piano playing at a young age. Making music has been a great experience for Capt Pak, and he wanted to pass that on to his children.

He recently competed in a Canada-wide competition for amateurs call Piano Hero. Although he did not make it to the final, he was selected as a notable mention for the contest.

To read the full stories go to www.cfgateway.ca

— Shilo Stag

Capt Victor Pak, a CFB Shilo physiotherapist, at his piano.

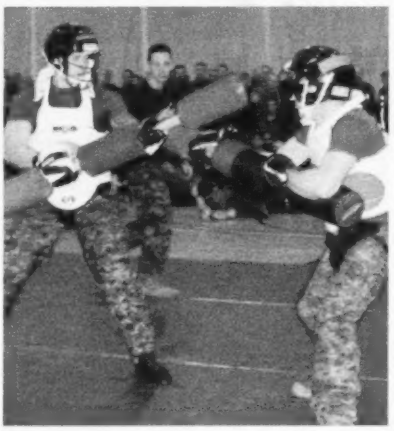
EXERCISE OLYMPIAN BEAR

CFB PETAWAWA

The 2nd Regiment, Royal Canadian Horse Artillery (2 RCHA) proved itself the best sporting unit at Garrison Petawawa at the conclusion of Ex OLYMPIAN BEAR.

Despite a tough competition, 2 RCHA won the OLYMPIAN BEAR 2016 aggregate Championship— a title coveted by all members of the 2 Canadian Mechanized Brigade Group.

— Petawawa Post



Ex OLYMPIAN BEAR is a three-day sporting event for 2 Canadian Mechanized Brigade Group units to promote spirit-de-corps, leadership and physical fitness within the brigade. One of the various events is a pugil stick event.

SNOWSTORMS AND STETHOSCOPES

CFB PETAWAWA

Spirits were high as the men and women from 1 Canadian Field Hospital got a chilly start to the launch of their newest hospital concept.

Exercise CIRCUMLATICUS SERPENT was the first test for their new Role 2 Basic (R2B) concept designed to support friendly units by supplying lifesaving surgical services to wounded soldiers located forward in the battlefield.

The exercise focused primarily on the mobility of the surgical facility. The small footprint of the R2B means it can be completely relocated and established, ready to receive patients, in just a few hours.

— Petawawa Post

LEADERSHIP DEVELOPMENT modernized across government

Several graduates of the first CSPS Manager Development Program (MDP) course pose with Susan Nutbrown, Director Learning, Training and Professional Development for DND.

The Department of National Defence (DND) places great value on providing strong leadership and as part of shaping its future, civilian leadership development is now aligned with new Canada School of Public Service (CSPS) programs.

The CSPS has created a number of new leadership development programs that are part of a government-wide approach to learning and a common, standardized curriculum that will support all public servants as they move forward in their careers.

The School is currently undergoing a three-year modernization, with full implementation planned for the end of fiscal year 2016-2017. New development programs being launched before the end of this fiscal year include a New Director General Development Program and an Aspiring Senior Leaders Program. Both of these programs are expected to be launched by the end of summer of 2016.

Mandy Brazeau, manager, Learning Transformation for DND and key spokesperson for the department's alignment to the CSPS initiative, provided an overview of what new programs are now available.

"We have a suite of leadership developmental programs that are now coming out of the school, starting at the new supervisor level, then new manager and going up to the aspiring director and new director," she said.

"As well, there are new executive-level programs being launched in the coming months. The approach is different than in the past. It's not just about being in the classroom now. Previously we would send an employee to a five-day or a two-week in-class development program but these particular CSPS programs are making use of a variety of delivery methods including online resources, experiential activities, virtual discussion forums, as well as classroom time to support learning."

BENEFITS TO DND

Susan Nutbrown, Director Learning, Training and Professional Development for DND spoke to the benefits of the new programs.

"The School's programs really enable departments to be a lot more directed and focus our attention on the selection of the right people for current and future requirements."

The CSPS launched its Manager Development Program (MDP) in November 2014. The MDP is designed to enable public service managers to enhance the knowledge, skills and competencies they need for their professional development. The first graduating class included 14 DND employees.

"These new learning products allow employees to acquire the expert knowledge, skills and competencies they need to accomplish themselves both at work and in their personal lives. Moreover, participants in the programs will gain a solid foundation that will support their leadership role, a very demanding yet empowering role," said Annie Trudel, manager of HR Programs and Learning at ADM(HR-Civ), and a recent graduate of the MDP.

Besides the benefits to aligning DND learning with the CSPS, Marie-Claude Martel, senior advisor Civilian Executive Programs at ADM(HR-Civ) sees advantages for the public service as a whole to have the opportunity to participate in developmental programs with other federal government employees.

"The networking concept is a strong added value. It has opened the doors for talent management and movement across the public service, and I also believe it helps with the learning and understanding of different organizational cultures, especially at the executive level."

PROGRAMS NOW AVAILABLE AT NO DIRECT COST

As with its other courses and resources, all CSPS leadership development programs are now available to DND at no direct cost. This opens opportunities at several levels as it allows for meeting professional development requirements from supervisor to executive levels without straining departmental finances.

Also different about the new CSPS leadership development programs is that DND employees who do not live and work in the National Capital Region will have greater access. Jim Stewart, a former Regional Director of HR in the Atlantic region and now special advisor to senior management provided a point of view from outside Ottawa.

"Regional access to these programs is a big plus. Also, that we have a consistent, common approach going across government speaks well because DND is a bit of a different environment. Sometimes we don't get people exposed outside and this will provide assurance to other government departments that our managers are being trained on the same level and going through the same experiences as managers in other departments."

MEETING OBJECTIVES AND PRIORITIES

DND alignment with the CSPS will help Defence Team leaders to meet their organizational objectives and priorities for the future, as well as contribute to modelling Canada's future Public Service.

"Progression through the programs has to be a real commitment on both the part of the learner – the employee – as well as the manager. Commitment in making sure that there is time, as well as access to the technology required to engage in the components of the program. This is going to be key to making sure that everyone moves through these new programs the way they should be," said Ms. Brazeau.

DND employees are encouraged to register for a CSPS MyAccount as it will be required to access the School's learning application which contains many self-directed online resources for learning and leadership development.

For DND employees who wish to enroll in the new programs, the logistics are coordinated in different ways. For example, nominees for the Aspiring Director's Program will be identified and selected through the talent management process. However all newly-promoted directors are encouraged to take the Director Development Program. Employees who are interested in participating in a leadership development program should discuss it with their manager.

Employees at the executive level should express their interest in CSPS leadership development programs via the positional mailbox: ExecutiveServices-ServicesdirectionsupérieurE@forces.gc.ca.

CAF member carries on ABORIGINAL TRADITION

Master Warrant Officer Stanley Mercredi maintains a sacred privilege among his peers, as an appointed carrier for DND and the CAF Eagle Staff, he proudly represents Aboriginal customs and traditions on behalf of the Defence Team.

MWO Mercredi will be parading the Staff in Ottawa during Aboriginal Awareness Week (May 24 to 27), a nationwide celebration of Aboriginal culture within the Canadian Public Service, and at the100th anniversary commemoration ceremonies of the Battles of the Somme and Beaumont-Hamel in France this July.

The tradition of the Eagle Staff has been passed down from generation to generation. In Aboriginal cultures, the Eagle Staff represents various meanings, spiritual entities, nations, clans, languages, medicines and healing. From a non-Aboriginal perspective, the Staff can be compared to a national flag: it represents people, states, governments, regiments and battle honours. Thus, it is an honoured and sacred symbol. DND and the CAF Eagle Staff was created in 2002.

With almost 34 years in the CAF as a weapons technician, MWO Mercredi of the Mikisew Cree First Nation in Fort Chipewyan, Alberta, currently serves as Equipment Technical Quartermaster Sergeant with the 2nd Regiment, Royal Canadian Horse Artillery in Petawawa, Ont.

INSPIRATION TO JOIN THE CAF

MWO Mercredi was born in Inuvik and grew up in Fort Smith, both in the Northwest Territories. Growing up in a small community where jobs were scarce and few, he quickly realized that leaving the community would help him expand his horizons. He joined the military thanks in part to the efforts of an outstanding recruiter working as part of Project Native, an early CAF initiative to recruit Aboriginal people in the North.

However, MWO Mercredi's main inspirations were his grandfather, a trapper and tracker who worked with the RCMP; his grandmother, whom he revered as an Elder and mentor; as well as his father, who worked with the territorial government and Corrections Canada. They were all individuals who were proud of how they gave to the community. So a stable job in the military was something MWO Mercredi saw that he could be proud of as well. One morning in 1982, he told his grandmother that he was going out for coffee; three hours later, he returned to tell her he had joined the CAF.

WHERE TO NEXT?

The Eagle Staff's travels have only begun. This July, it will make its longest journey yet: overseas, to France travelling to the site of the battles of the Somme and Beaumont-Hamel to honour the 100th anniversary of the battles and the contributions and sacrifices made by thousands of Aboriginal soldiers during the World Wars. MWO Mercredi is one of two people selected to accompany and parade the Eagle Staff at the event.

PHOTO: MCpl Melissa Bonnie

Aboriginal Elder Skip Ross; 4 CDSG Sergeant Major, CWO William Richards; National Defence Eagle Staff Carrier, MWO Stanley Mercredi; 4 CDSG Commander, Col Marc Gagné, CAF Chaplain General, BGen Guy Chapdelaine; and Angela Duchene from the Anishaanabe Cultural Circle prepare to begin the smudging ceremony to open the first-ever Cultural and Diversity Festival at 4th Canadian Division Support Base Petawawa.

COMING SOON ABORIGINAL AWARENESS WEEK May 24 to 27

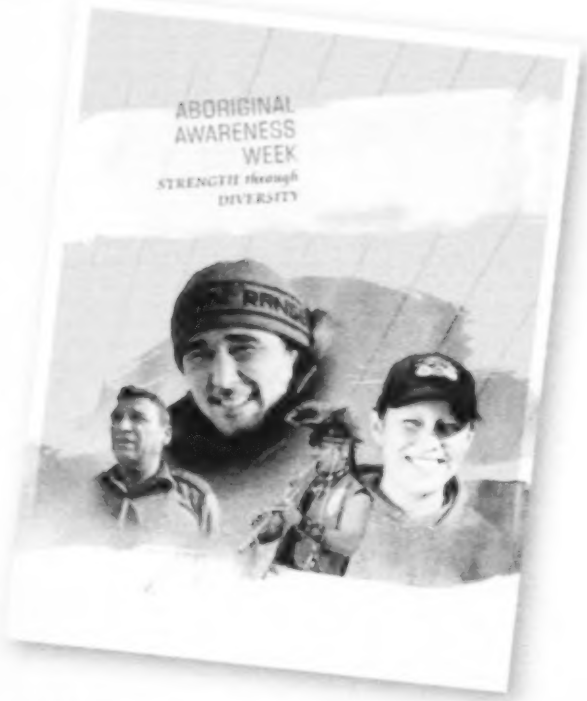
"Successes and Achievements", is the theme for this year's Aboriginal Awareness Week (AAW) celebrations.

The Defence Team will be celebrating in events and awareness activities across the organization. All civilian employees and military members are encouraged to participate in the activities held in their region.

To obtain copies of AAW posters, please send your request to +EE Com Events@ADM(HR-Civ) DDWB@Ottawa-Hull.

For more information on AAW, visit the EE Commemorative Events at **http://cmp-cpm.mil.ca/en/support/commemorative-events/commemorative-events-index.page**. The site also includes a handbook on how to organize an EE commemorative event; regions are also invited to send in their agendas, success stories and photos via this website. ♣

Participate, celebrate, learn, share!



Happy 1st Anniversary, E-STAFFING!

Last year on May 25, Assistant Deputy Minister (HR-Civ) launched the new e-Staffing service for all managers of DND employees enabling them to request and submit selected staffing actions.

One year later, more than 25 000 staffing actions have been completed. This represents more than 70 per cent of all staffing volume in DND. e-Staffing is based on a streamlined process that allows users to approve staffing actions electronically. Information is transferred between all users automatically, saving up to 30 per cent of the time previously spent filling out paper requests. This time-saving translates into over $2 million in increased productivity across the department.

As Robyn Hynes, director general, Operations, Office of the Ombudsman confirms: "e-Staffing offers users flexibility. The e-Staffing team is able to review our electronic requests and process them to help us finalise our hiring efficiently."

One of the key elements of this initiative was the development of a process to be applied consistently across the country, recalls Virginie Carrier, project manager for e-Staffing. A national virtual team was created to ensure regional realities were well integrated to meet all users' needs.

"e-Staffing has simplified the staffing that managers use most frequently," said Charles Adam, director, Resource Management, CF Intelligence Command. "Now, staffing actions such as short-term acting, casual, assignment, secondment, and non-advertised deployment are just a click away! The overall turnaround time has been reduced and all transactions can be tracked, which benefits the client and the Service Centre."

Electronic requests are sent to the e-Staffing teams and processed within a few days. Teams are also available to provide assistance when needed. Human Resources officers find this service greatly supports them in their work.

"e-Staffing is a one stop shop! The instructions clearly outline the hiring process step-by-step. It also provides quick and easy access to the required documents. The streamlined process facilitates my discussions with clients when providing advice and guidance," says Stéphanie Arsenijovic, Human Resources officer, DCHRCS (Natl).

The simplified guide for managers, greatly assists in filling out and submitting an HR request. Hiring managers are encouraged to use the guide when creating a new request.

Questions and comments on this new service can be sent directly to Human Resources Officers.

CAF MEMBER AWARDED the Saskatchewan Scholarship of Honour

Scott Moe, Minister of Advanced Education, presented the scholarship to Lt(N) Michael Bell.

Lieutenant(N) Michael Bell, an intelligence officer with Director General Cyberspace, has been awarded the Saskatchewan Scholarship of Honour.

The VCDS group member was honoured for his service and deployments in 2012 and 2013 respectively, while serving with the Canadian Special Operations Forces Command (CANSOFCOM).

Lt(N) Bell, who spent three and a half years with CANSOFCOM and has been with Chief of Force Development since 2015, was honoured to be recognized.

"It was a privilege to receive the Scholarship of Honour from the Government of Saskatchewan. The financial support is greatly appreciated as I pursue my executive master's in Business Administration, but it's even more motivating to be recognized by the province at the legislature. Sometimes we lose sight of how much respect Canadians have for the uniform," said the CAF member, who will be graduating in 2017.

The scholarship, which provides $5000 towards post-secondary education, is awarded to current or former Saskatchewan residents enrolled in a post-secondary institution in Canada. It honours returning soldiers, as well as the spouses and children of injured or fallen members of the CAF.

Since its 2009 inception, 147 individuals have been awarded the scholarship, totalling over $745 000. If you are a current or former Saskatchewan resident enrolled in a post-secondary institution anywhere in Canada, and have served in a designated military operation as a member of the CAF, or a spouse or child of a permanently disabled or deceased soldier, you may be eligible to apply. For more information, please visit **www.saskatchewan.ca/residents/education-and-learning/scholarships-bursaries-grants/scholarships/saskatchewan-scholarship-of-honour**. ♣

MENTAL HEALTH:

TALKING ABOUT ADDICTION

We all have mental health, just as we all have physical health. Mental health is more than the absence of mental illness. It's a state of well-being.

Addiction, whether it involves drugs, alcohol, gaming, screen time, gambling, or shopping, is an issue that affects many Canadians.

The Centre for Addiction and Mental Health describes addiction as the presence of four Cs: craving, loss of control, compulsion to use, and use despite consequences.

Sometimes people may be impacted because they know someone who is dealing with a serious addiction, and may feel powerless to help. Sometimes that the person may be you who is struggling with an addiction, and not sure what to do about it. Addiction is an emotionally-charged issue that can bring out strong responses in everyone.

When an addiction issue becomes known to the chain of command often times it's hard to know how best to deal with it, even more so if it is known that there is a mental health disorder like anxiety, depression, or post-traumatic stress disorder (PTSD) co-existing.

For Defence Team members, dealing with addiction, in most cases the person is already feeling shame about their inability to control how much they drink, use drugs, etc. Also, if they are considering getting help, they are likely to be concerned about whether treatment can help, and about the impact to their career.

It is important to note that in many cases, there is an underlying reason for an addiction: sometimes it may be due to an untreated mental health disorder. It is also now known that people who experienced or witnessed abuse, neglect, or other significant trauma while growing up are at an increased risk of developing addiction. The good news is that often, underlying depression, anxiety, and/or PTSD can be treated, and the addiction may disappear (because the need for "self-medication" or distraction, etc., goes away). Issues related to childhood trauma can be addressed with psychotherapy. Even if someone does not have an addiction issue, but is concerned they may be doing "too much" of something, there is help. See a primary care clinician for a referral to an addictions counsellor, as they can help as a preventive measure.

Everyone has a responsibility to look after their physical and mental health, and seeking help for an addiction go to **www.forces.gc.ca/en/caf-community-health-services-wellness-addiction/alcohol-other-drugs-gambling-awareness.page**. ◆

Getting ready for the PEDOMETER CHALLENGE

Now that the pedometer challenge has started the follow is a short list to help keep the team motivated for the month of May.

1. Schedule time in your calendar for daily physical activity
2. Set up a meal planning (www.eatright ontario.ca/en/MenuPlanner.aspx#)

   board in your kitchen (i.e. chalk board)
3. Make sure you have a reusable water bottle
4. Check your cupboards for a lunch kit salad and dressing container
5. Find a fitness buddy – maybe another team member
6. Get your bike tuned up
7. Schedule some 'screen-free' time
8. Set reminders in your e-calendar to get up and move around throughout the day
9. Think about what motivates you
10. Congratulate yourself on participating in the Challenge

CAF MEMBER TO REPRESENT CANADA

For the first time in the history of the tournament, Canada will be represented at the 21st annual World Medical Football Championships to be held in Barcelona, Spain in July 2016.

A team of physicians from across the country have volunteered to wear their red and white uniforms proudly representing Canada against teams from around the world.

Capt Paul Dhillon, a reservist medical officer from Saskatchewan and Capt John Kramer medical officer from St-Jean will be representing the CAF on the 22-person strong team.

Capt Paul Dhillon Capt John Kramer

FAQ ASK THE EXPERT

AN OIL CHANGE FOR OUR KNEE?

Q: I have worked very hard to stay fit throughout my career. Lately, my left knee has started aching after heavy activity. After an examination and X-rays, my physician told me I have mild osteoarthritis. She outlined my treatment options, which included viscosupplementation — something she said was like an oil change for my knee. What do you think of this as a treatment option for osteoarthritis?

– MWO Wearing

A: Dear MWO Wearing:

Viscosupplementation refers to injecting joints with a lubricant called hyaluronic acid (HA). Your joints make several important substances and one of these is HA, which reduces the friction in joints by coating surfaces that rub together. It also increases the shock absorbing properties of your joint fluids. Over time, HA molecules break down and for some unknown reason osteoarthritic joints make less HA than non-osteoarthritic joints. Both of these changes make it easier for an affected joint to wear out even faster than normal.

Viscosupplementation has been available for over 30 years. Some of the more commonly used products include: Neovisc; Synvisc; Monovisc; Durolane and Suplasyn. These products vary in molecular weight – some are derived from rooster comb and some are synthetic – but they all work on the same principle: improving the quality of your joint fluids. The most commonly injected joints are the knee, hip, shoulder, and ankle.

I have treated patients with HA injections for 20 years and find it works great in some people and not so great in others. We currently have no screening tests to determine if a patient will respond to an HA injection, but as a general rule the less arthritic your joint, the more likely you will benefit. HA injections are not a permanent solution as they only last for a short time, however, they can safely be given whenever your symptoms return – whether this is six months or six years after your last injection. HA injections can cause two potential side-effects: infection – puncturing your skin with a sterile needle has a very small risk of infection; and flair – some knees swell and hurt for several days after an HA injection.

The bottom line is that viscosupplementation is very safe, and some people find it extremely helpful in terms of reducing or eliminating their pain and allowing them to enjoy an active lifestyle. While you may not be a car, with all the demands you have made on your body you might benefit from a regular oil change.

–Dr. Darrell Menard, MD Dip Sport Med
Darrell.menard@forces.gc.ca

For more information on taking control of your health and well-being, please visit Strengthening the Forces.

KEEPING THE DEFENCE TEAM HEALTHY

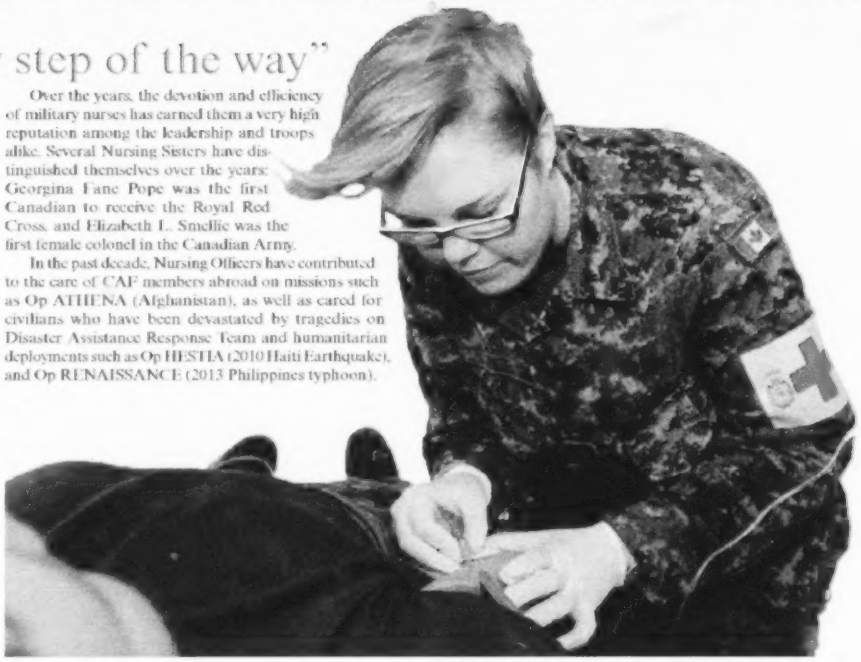
NATIONAL NURSING WEEK

"Nurses: with you every step of the way"

This week emphasizes how important nurses are in everyone's life – at every age, in all health situations, for all Canadians. May 9 to 15 is intended to celebrate and recognize the profession for their dedication and commitment to making Canada a healthier nation.

In 1985, the Canadian Minister of Health instituted National Nursing Week as a time to celebrate and focus on nurses' contributions to the well-being of the Canadian public. In 1971, the International Council of Nurses (ICN) designated May 12, which is Florence Nightingale's birthday, International Nurses Day.

You may send your comments and notes of appreciation to the nurses in your life by using the hashtag #NNW2016 on Twitter. Or visit **www.cna-aiic.ca/** to learn more about the many ways nurses are with Canadians every step of the way.



Over the years, the devotion and efficiency of military nurses has earned them a very high reputation among the leadership and troops alike. Several Nursing Sisters have distinguished themselves over the years: Georgina Fane Pope was the first Canadian to receive the Royal Red Cross, and Elizabeth L. Smellie was the first female colonel in the Canadian Army.

In the past decade, Nursing Officers have contributed to the care of CAF members abroad on missions such as Op ATHENA (Afghanistan), as well as cared for civilians who have been devastated by tragedies on Disaster Assistance Response Team and humanitarian deployments such as Op HESTIA (2010 Haiti Earthquake), and Op RENAISSANCE (2013 Philippines typhoon).

THE NURSING SISTERS OF CANADA

Nursing Officers have been providing care to soldiers for over a century, with Florence Nightingale leading this long and proud history. It was she, who on October 21, 1854, began the story of military nurses when she was commissioned by the British government to lead a party of 38 nurses to the Crimean War to support the care of the "poor wounded wretches".

This tradition was repeated in 1885, when a group of seven Canadian Nursing Sisters first deployed to the field during the North-West Rebellion. At the end of the North-West Rebellion, a total of 12 Canadian Nursing Sisters had been awarded the campaign medal.

THE NURSING SERVICE BEGINS

In 1899, the Canadian Army Medical department was formed and the Canadian Army Nursing Service was created. The sterling work of the first two groups of nurses from Canada to serve in the South African War led to the establishment in 1901 of a Canadian Nursing service as part of Canada's Military Forces. From that time forward, Nursing Sisters – now known as Nursing Officers – were and continue to be an essential component of all military operations.

At the beginning of the First World War, there were only five Permanent Force nurses and 57 enlisted in the reserve. Yet by 1917, the Canadian Army Nursing Service included 2,030 nurses (1,886 overseas), with 203 on reserve. In total, 3,141 Canadian nurses volunteered, with 45 making the ultimate sacrifice. These nurses who wore blue dresses and white veils were nicknamed the "bluebirds", they received the respect and admiration of many soldiers by war's end for their enduring courage and compassion.

Georgina Fane Pope. The first Canadian to receive the Royal Red Cross.

VOLUNTARILY ENLISTED

Less than 20 years later, Nurses once again answered the call to serve. By the end of the Second World War, more than 4,480 Nursing Sisters voluntarily enlisted, including: 3,656 with the Royal Canadian Army Medical Corps, 481 with the Royal Canadian Air Force Medical Branch, and 343 with the Royal Canadian Naval Medical Service. During this campaign, they were respectfully referred to as "Sister" or "Ma'am" as they were commissioned officers.

Elizabeth L. Smellie. The first female colonel in the Canadian army.

PRESENT DAY NURSING

More recently, Nursing Officers have been involved in peacekeeping operations and humanitarian missions both nationally and across the globe.

2015 Nursing Officer Deployments:

- 15 deployed on Op SIRONA in Sierra Leone.
- Two deployed on Op RENAISSANCE.
- 20 deployed to Jordan and Lebanon as part of Op PROVISION for medical screening of refugees prior to their movement to Canada.
- Six employed in various nursing stations in Northern Ontario in support of the partnership between DND and Health Canada.
- Three deployed aboard the British Royal Auxiliary Fleet Argus for Exercise MED ENDEAVOR.

The number of positions for Nursing Officers has fluctuated greatly between 1854 and today. At this time, there are now 236 Nursing Officer positions within the Regular Forces and another 110 in the Reserve Force. For more information on the history of the Canadian Military Nurses, please visit: **www.veterans.gc.ca/eng/remembrance/those-who-served/women-and-war/nursing-sisters/**.

For a visual tour of the past, visit the Nursing Sister's Memorial in the Hall of Honour in the Parliament Buildings. ♣

ASIAN HERITAGE Month

May is Asian Heritage Month, a time to acknowledge the long and rich history of Asian Canadians and their contributions to Canada. It also provides an opportunity for Canadians across the country to reflect on and celebrate the contributions of Canadians of Asian heritage to the growth and prosperity of Canada.

Canada's cultural diversity strengthens the country socially, politically and economically in innumerable ways. Asian Heritage Month is an ideal occasion for all to celebrate the beauty and wisdom of various Asian cultures.

Asian Heritage Month has been celebrated in the US since 1979. Over the past decade, many Asians in Canada have begun to celebrate their heritage during the month of May. In May 2002, the Canadian government signed an official declaration to designate May as Asian Heritage Month.

It is a time to participate in festivities across the country that celebrate the many achievements and contributions of Canadians of Asian heritage, who, throughout history, have done so much to make Canada the culturally diverse, compassionate and prosperous nation we know today.

COMMANDO OPERATIONS in Martinique

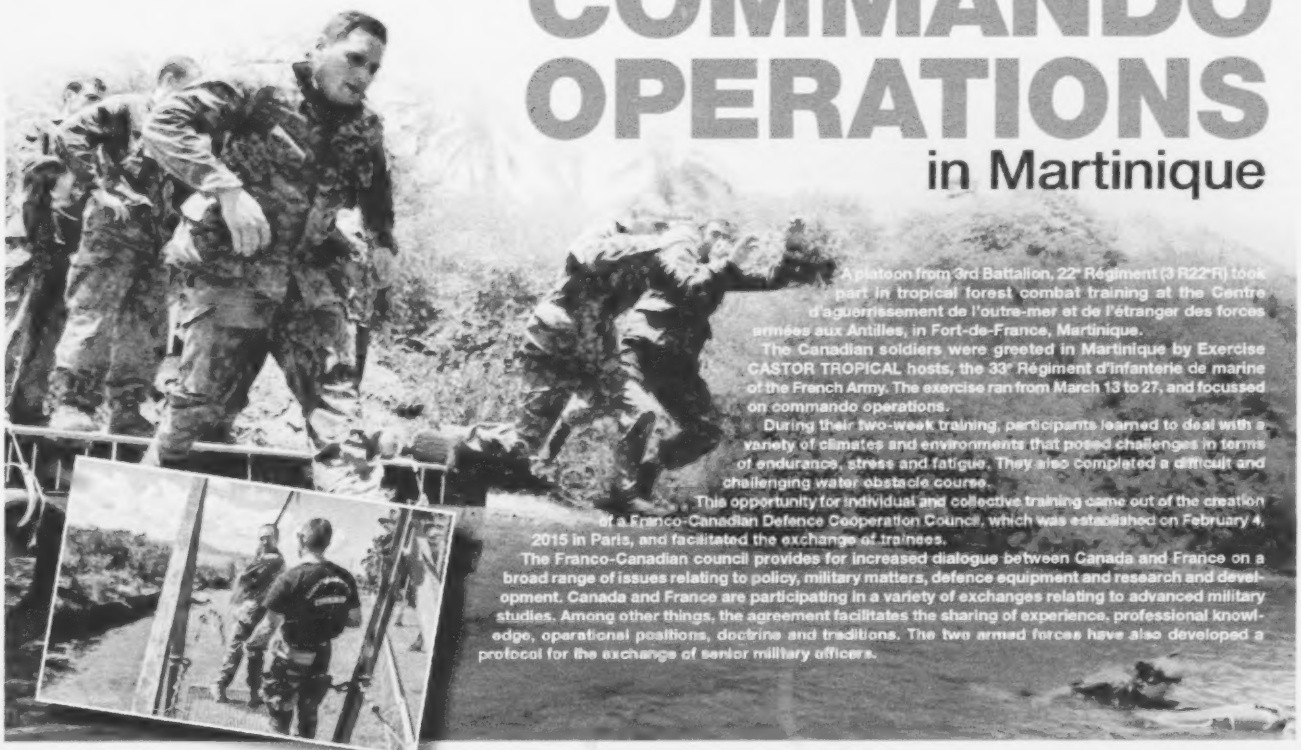


PHOTO: E. Macculloch

A platoon from 3rd Battalion, 22e Régiment (3 R22eR) took part in tropical forest combat training at the Centre d'aguerrissement de l'outre-mer et de l'étranger des forces armées aux Antilles, in Fort-de-France, Martinique.

The Canadian soldiers were greeted in Martinique by Exercise CASTOR TROPICAL hosts, the 33e Régiment d'infanterie de marine of the French Army. The exercise ran from March 13 to 27, and focussed on commando operations.

During their two-week training, participants learned to deal with a variety of climates and environments that posed challenges in terms of endurance, stress and fatigue. They also completed a difficult and challenging water obstacle course.

This opportunity for individual and collective training came out of the creation of a Franco-Canadian Defence Cooperation Council, which was established on February 4, 2015 in Paris, and facilitated the exchange of trainees.

The Franco-Canadian council provides for increased dialogue between Canada and France on a broad range of issues relating to policy, military matters, defence equipment and research and development. Canada and France are participating in a variety of exchanges relating to advanced military studies. Among other things, the agreement facilitates the sharing of experience, professional knowledge, operational positions, doctrine and traditions. The two armed forces have also developed a protocol for the exchange of senior military officers.

DEFENCE ETHICS PROGRAMME / PROGRAMME D'ÉTHIQUE DE LA DÉFENSE

COMMENTARY: Ethically, what would you do? The Goat Herders

The February Ethics scenario, "The Goat Herders" is based on one relatively well-known and authentic US Navy Sea, Air and Land (SEAL) incident, which was also adapted into a Hollywood movie, "Lone Survivor (2013)". The three "assumptions" that were provided in the scenario are also intended to be authentic, reflecting the thinking of the SEALs at the time, and based in part on the survivor's own statements. These assumptions are, of course, critical, since a naive observer might well want to argue there should have been a viable third option besides kill or release (e.g., temporarily immobilize without inflicting serious injury). In addition, several readers proposed variants of this third option: bring the goat herders along while continuing the mission (while somehow rendering them incapable of running away or giving away the location); or scrub the mission, move with the herders to a spot further from the village, and wait with them there until radio contact is re-established and extraction by helicopter can follow.

STRESSFUL SITUATIONS

Why did none of these potential third options seem more feasible at the time? We still lack the full context, but the stress level in the encounter could be at least part of the answer. It is vitally relevant to discussions of ethics in warfare (and other high-stress situations) that the ability of the mind to think through options in a rational, orderly fashion is typically impaired by the effects of stress. This is precisely why effective pre-operational training attempts to incorporate stress, as well as repetition of the right response to a challenge. Even theoretical ethics instruction must acknowledge the central role of stress in real-life adversity. As much as possible, the individual needs to be conditioned to have the right responses so they can be intuitively recalled as "muscle memory" when cognitive abilities are seriously weakened. At the same time, practice working under stress can, to a degree, moderate the stress response, potentially sparing a degree of cognitive capacity. But it is of course not possible to train for every scenario or, for that matter, to fit all the equipment into a mission that allows preferred responses to unforeseen events.

When the SEALs deliberated, opinions were divided. At the time of the encounter, the subsequent sole survivor and one other SEAL favoured releasing the goat herders on the grounds that it would be a violation of the laws of war towards non-combatants not to do so. In fact, so would any attempt to incapacitate them, assuming it was necessary to inflict serious harm or risk their lives to achieve this incapacitation (as we are told they believed at the time). In non-conventional operations, discriminating between verified enemy combatants and third parties remains fundamental.

GOAT HERDERS' ROLE

The observer may be tempted to assume that release of the locals resulted in a tipoff to the enemy combatants, allowing us to draw a link from the moral self-restraint of the SEALs to their disaster. Even if it were true that sparing the goat herders led directly to the fatalities (which is debated), it would still be ethically right to uphold the laws of armed conflict. As believed at the time, there was a presumption that the goat herders were not enemy combatants or scouts working on their behalf. In the event this presumption was mistaken, then the decision, of course, would look fatally misguided in retrospect, but ethical judgment can never be based on anything except one's best understanding of the situation at the time.

Knowledge, like the capacity to reason, is finite. To infer from the many ensuing deaths that the decision could not have been right is to prioritize an ethic based on outcomes, which makes laws of war entirely conditional on their convenience. If such a dilemma were placed in the Canadian context, putting the survival of fellow service members above everything else and in all circumstances would not be congruent with the first principle of Defence Ethics: Respect the Dignity of All Persons. Putting the survival of service members ahead of anyone else's life would also open the door to endorsing war crimes on any scale imaginable whenever there was a necessary choice between unlimited liability and the taking of innocent lives.

ETHICAL GOALS

A small number of commenting readers stated or implied that it would be right or at least "necessary" (if not ethical) to reliably incapacitate the goat herders at the outset, in whatever way was feasible, and then continue on with the mission. A much larger number supported the decision not to harm them on ethical grounds. This dualism of views reinforces the truth that fundamental principles matter a great deal in day-to-day decisions. There is an ethical and legal duty not to single out for harm those believed to be non-combatants. If this is not evident to everyone in the CAF, education on the fundamentals may not be reaching all of the intended audience. This vignette also illustrates the critical importance of simulation-based operations training with a design strongly informed by ethics goals.

Thank you to those who responded to this dilemma. Suggestions for future scenarios are always welcome at: **+Ethics-Ethique@ADM(RS) DEP@Ottawa-Hull**.

This land that is ours: OPERATION NUNALIVUT 2016

PHOTO: Cpl Parks

Task Force members reinforce their base camp against the elements on Little Cornwallis Island near Polaris Bay, NU.

He doesn't speak English, but with hand gestures and the help of a fellow Canadian Ranger, Corporal Ookookoo Qaraq tells the story of the day he met a polar bear. He thumps his chest with an open palm, mimicking the blow the polar bear delivered with one broad paw. The soldiers around him lean forward and listen, amazed, as he tells them he escaped by lying still where he landed, feigning death.

At 72, Cpl Qaraq is an elder in his community of Pond Inlet, Nunavut, but he joined nine of his fellow Canadian Rangers on Operation NUNALIVUT 2016, from April 1 to 22, to help more than 230 CAF personnel from across the country refresh their Arctic skills and demonstrate sovereignty in Canada's high Arctic.

"We're here to practice our ability to operate in the North," explains Lieutenant-Colonel Timothy Halfkenny, commanding officer Task Force Nunalivut. "We've achieved what we set out to do, and then some. We've proven our capability, and contributed to demonstrating Canadian sovereignty in the North through our presence."

With the Canadian Rangers providing predator control and advice on Arctic survival skills, members of the 2nd Battalion, The Royal Canadian Regiment, and the 4th Canadian Division Arctic Response Company Group, deployed to Little Cornwallis Island and established an austere bivouac.

The huddle of arctic tents, protected by snow walls and warmed by camp stoves and lanterns, served as a base for long-range sovereignty patrols conducted by snowmobile. The Canadian soldiers on Little Cornwallis Island were also joined by members of the Danish Sirius Patrol. Together, they built relationships and shared a common Arctic experience.

On the sea ice, roughly 182 metres from the bivouac, members of the US Air National Guard 109th Airlift Wing from New York shared their expertise with Royal Canadian Air Force Airfield engineers as they built a ski landing area on the ice. After ensuring the landing area was suitably smooth and had the appropriate thickness of ice and snow, the 109th Airlift Wing used snowmobiles to pack and grade the landing area until it was able to support an LC-130 or Hercules aircraft that lands on skis instead of wheels.

"Interoperability is key," says Captain Vanessa Morin-Nappert, an airfield engineer from 2 Wing, Bagotville, QC. "The Americans are bringing some capabilities and are helping the Canadians to maintain and support operations up in the North."

"We've had really good interaction with our international partners," adds LCol Halfkenny. "Everyone's integrated very well and we've all learned a lot from each other."

Op NUNALIVUT also stretched to Alert, Nunavut, the northernmost permanently inhabited location in the world. At CFS Alert, clearance and port inspection divers from Fleet Diving Unit (Atlantic) conducted fresh and salt water dives below two-metre thick ice.

"Traditionally, we ice dive in more southern parts of Canada where the ice is only a couple feet thick, but when we come to the Arctic, we demonstrate our ability to dive in austere northern conditions under much thicker ice and extreme cold temperatures," explains Petty Officer, 1st Class Rob Williams, Maritime Command Component liaison officer for Op NUNALIVUT.

The operation also provided an opportunity for Defence Research and Development Canada (DRDC) to test new equipment in the extreme environment of the high Arctic. The unique Arctic climate and terrain offers a testing environment unlike any other in the world. If the prototypes can survive the Arctic, they can survive anywhere.

"Soldiers do a lot of different jobs, and they will end up using the equipment in ways we couldn't have predicted," explains Jared Geisbrecht, a defence scientist with DRDC. "Our biggest benefit in being part of Op NUNALIVUT is being able to take advantage of the unique environment in the Arctic and getting that direct feedback from the soldiers. We couldn't have done this anywhere else in the world."

The Op NUNALIVUT 16 Task Force Headquarters primarily comprised personnel from Joint Task Force North, based in Yellowknife, Northwest Territories. The operation was ably supported by the Joint Task Force Support Component (JTFSC), providing common operational support services. Military police, health services, communication information systems, logistics, movement, and finance are all integrated into the JTFSC, ensuring that everyone deployed on Op NUNALIVUT was able to get where they were going, eat when they got there, and communicate with one another.

Valuable support was also provided by CAF meteorological technicians and Tom Zagon, an ice scientist from Environment Canada, ensuring that the deployed personnel were prepared for the weather and ground conditions as they patrolled. ✦

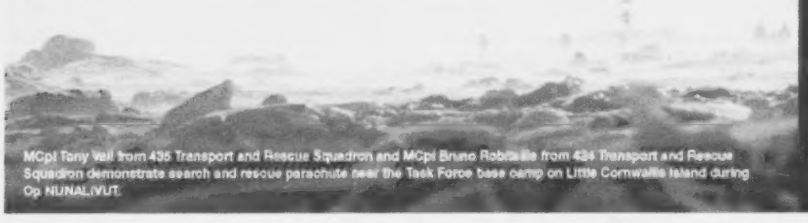


PHOTO: Cpl Parks

MCpl Tony Vail from 435 Transport and Rescue Squadron and MCpl Bruno Robitaille from 424 Transport and Rescue Squadron demonstrate search and rescue parachute near the Task Force base camp on Little Cornwallis Island during Op NUNALIVUT.

Caribbean divers, under the supervision of LS Zack Verdun, clearance diver from Fleet Diving Unit (Atlantic), commence a search under US Army Ship Aldie during Ex TRADEWINDS 15 in St. Kitts and Nevis.

US Coast Guard Meritorious Team Commendation

AWARDED TO CAF MEMBERS

After an exceptional contribution to Exercise TRADEWINDS 2015, Canadian Armed Forces (CAF) members have been recognized by the Commandant of the United States Coast Guard.

Members of the TRADEWINDS 2015 Maritime Team were awarded the US Coast Guard Meritorious Team Commendation for their support and participation in the US-led exercise that focuses on countering transnational organized crime in the Caribbean.

A total of 64 Defence Team members were among the 160 recipients who were part of the overall TRADEWINDS 2015 Maritime Team, being recognized for showcasing the exercise's potential within the framework of maritime operations.

"The TRADEWINDS 2015 Maritime Team distinguished themselves as true professionals and showcased the Coast Guard's unique capabilities while expertly demonstrating how the service fits into the great US Joint and Combined force," reads the official commendation citation.

Ex TRADEWINDS helps strengthen relationships of partner nations in North America and the Western Hemisphere. This annual exercise allows for Canadian and American forces to promote regional security co-operation by training and supporting regional nations in the Caribbean community.

A CAF contingent consisting of HMCS *Glace Bay* and a dive training team from Fleet Diving Unit (Atlantic) participated from May 31 to June 24, 2015, in the maritime portion of TRADEWINDS 15. Thirty-four members of the Canadian Army were also an integral part of the CAF contingent, leading and participating in land-based training serials for partner nations.

CAF members assisted training regional partners in areas such as first aid, weapon usage, suspect vessel tracking and boarding procedures, group diving tactics, and live-fire ranges during the exercise.

Lieutenant-Commander Stephan Julien, former commanding officer of the Fleet Diving Unit (Atlantic), noted that much of the exercise's success can be attributed to the enthusiasm of partner nations.

"Our partner nations were very professional and welcoming. They were very eager to learn new skills to enhance the knowledge that they already had. On the tactical side, the relationship is always great," he said.

"When you analyze the area, you realize that the issue is not capability but capacity. Our goal is combatting transnational organized crime; we help build their regional security capacity so they can operate internally to deal with security issues. This is our long-term strategy," said Clayton Purvis, the lead exercise planner on Ex TRADEWINDS.

This year, Exercise TRADEWINDS 2016 will continue to further the goal of helping partner nations in the Caribbean increase their capacity to operate independently and promote regional security. The upcoming exercise will run from June 5 to 28 in Grenada and Jamaica. ✦

Operation HONOUR

WHY this time is different

What?

is Operation HONOUR

Harmful and inappropriate sexual behaviour is a real and serious problem for the Canadian Armed Forces. Operation HONOUR is our mission to eliminate it.

How & Why?

will this time be different

The first focus is on victims
The start point for solving the CAF's problem of harmful and inappropriate sexual behaviour is taking better care of victims through more responsive support throughout the organization. Commanders at all levels have been directed to be more vigilant in looking out for the problem, and more diligent in responding to those affected by it, including victims.

It's an operation
Unlike previous attempts to fix this problem, we have adopted an operational approach to addressing harmful and inappropriate sexual behaviour this time for one simple reason – the CAF does not fail on operations.

The change is being measured
Instead of simply developing and implementing Operation HONOUR change initiatives, we are also regularly measuring the effects of these on the ground to ensure that the positive culture change Operation HONOUR is designed to deliver actually occurs on the ground.

New supporting structures
The CAF has put in place new structures to enhance Operation HONOUR execution.

The Sexual Misconduct Response Centre (SMRC), the first-ever dedicated independent support centre for CAF members, has been established to provide victims with the option of reaching out for information or support without automatically triggering formal reporting, and the subsequent investigative and judicial processes that may follow.

The CAF Strategic Response Team on Sexual Misconduct (CSRT-SM) was created to coordinate Operation HONOUR at the CAF-wide level. It too is a first for the organization.

Why is Operation HONOUR important?

Operation HONOUR matters for two key reasons:

1. Every man and woman who serves the country despite the many dangers and sacrifices of military service deserves to be treated with dignity and respect. Anything less is simply unacceptable; and

2. Any attitudes or behaviours which undermine the camaraderie, cohesion and confidence of serving members amongst one another threaten the CAF's long-term operational success – our raison d'être.

What Can I do?

Report
All CAF members must report any violation of the law, rules, regulations, orders, and instructions that govern personal conduct according to the *Code of Service Discipline*. This includes any and all allegations of sexual misconduct. This includes bystanders.

Help access
If someone you know in the CAF has been sexually assaulted, you should offer to help them in accessing support that they are comfortable with, ranging from the SMRC, their local chaplain or health care provider, to the CAF Members Assistance Program, CAF Mental Health Services, the chain of command, military or civilian policing authorities or other community resources.

Be a good listener.
Avoid being judgmental, keep from second-guessing and resist placing any blame on him or her. Simply listen, show interest in what they are saying, and ask what you can do to help.

L'opération HONOUR

POURQUOI est-ce différent cette fois-ci?

Qu'est-ce que l'opération HONOUR ?

Les comportements sexuels dommageables et inappropriés constituent un problème réel et grave pour les Forces armées canadiennes. Au moyen de l'opération HONOUR, nous souhaitons éradiquer ces comportements.

Pourquoi et comment est-ce différent cette fois-ci ?

Les victimes d'abord

La première étape dans la résolution du problème des comportements sexuels dommageables et inappropriés dans les FAC porte sur l'amélioration des soins fournis aux victimes, au moyen d'un soutien qui permet de mieux répondre aux besoins des gens, et ce, à l'échelle de l'organisation. On a demandé aux commandants de tous les niveaux de faire preuve de plus de vigilance pour cerner le problème et de plus de diligence au moment d'intervenir auprès des personnes touchées, notamment les victimes.

C'est une opération

Contrairement aux tentatives antérieures visant à régler le problème, cette fois, nous avons adopté une approche opérationnelle pour remédier aux comportements sexuels dommageables et inappropriés pour une raison bien simple : les FAC n'échouent pas aux opérations.

Un changement mesuré

Au lieu de tout simplement créer et de mettre en œuvre des mesures de changement dans le cadre de l'opération HONOUR, nous tâchons aussi de mesurer régulièrement les effets de celles-ci, pour veiller à ce que le changement de culture favorable que doit entraîner l'opération se produise véritablement.

De nouvelles structures de soutien

Les FAC ont mis en place de nouvelles structures pour améliorer l'exécution de l'opération HONOUR.

Le Centre d'intervention sur l'inconduite sexuelle (CIIS), tout premier organisme indépendant consacré au soutien des militaires des FAC, a vu le jour pour permettre aux victimes d'obtenir des renseignements et du soutien sans engendrer nécessairement la préparation d'un rapport officiel et les éventuels processus d'enquête et judiciaire subséquents.

L'Équipe d'intervention stratégique des FAC sur l'inconduite sexuelle a été mise sur pied pour coordonner l'opération HONOUR à l'échelle des FAC. C'est la première fois que l'organisation prend une telle mesure.

Pourquoi l'opération HONOUR est-elle importante ?

Deux raisons principales justifient l'importance de l'opération HONOUR :

1. Tout homme ou toute femme qui sert son pays malgré les nombreux dangers et sacrifices liés au service militaire mérite d'être traité avec dignité et respect. Tout traitement contraire à ce principe est tout simplement inacceptable;
2. Toute attitude ou tout comportement qui mine la camaraderie, la cohésion et la confiance chez les militaires en service menace la réussite opérationnelle à long terme des FAC, sort leur raison d'être.

Que puis-je faire ?

Signalez la situation

Les militaires doivent signaler toute situation qui contrevient à la loi, aux règles, aux règlements, aux ordonnances et aux directives régissant la conduite personnelle, conformément au *Code de discipline militaire*, ce qui comprend toute accusation d'agression sexuelle. Cette directive s'applique aussi aux témoins.

Facilitez l'accès à l'aide

Si vous connaissez un militaire qui a été victime d'une agression sexuelle, vous devriez offrir de l'aider à obtenir du soutien qui ne le mette pas mal à l'aise, notamment avoir recours au CIIS, à un aumônier ou à un fournisseur de soins de santé, au Programme d'aide aux membres des FAC, aux Services de santé mentale des FAC, à la chaîne de commandement, à la police militaire, aux services de police civils ou à d'autres ressources communautaires.

Soyez attentifs

Évitez de porter un jugement, ne remettez rien en question et ne rejetez pas la faute sur la victime. Il vous suffit d'écouter, de vous intéresser à ce que la personne vous dit et de lui demander comment vous pouvez l'aider.